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FWS Job Grading for Supervisors

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**JOB GRADING STANDARD
FOR
FEDERAL WAGE SYSTEM

SUPERVISORS**

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WORK COVERED

This standard is used to grade the jobs of supervisors who, as a regular and recurring part of their jobs, and on a substantially full-time and continuing basis, exercise technical and administrative supervision over subordinate workers in accomplishing trades and labor work.

The supervisory jobs covered by this standard have as their paramount requirement (1) experience in and knowledge of trades and labor work, *and* (2) skill and knowledge in supervising subordinate workers. Supervisors are accountable to agency management for the quantity and quality of the work done, and for assuring efficient and economical work operations. They assign, direct, and review the work of subordinates, and evaluate their work performance; plan, schedule, and coordinate work operations; solve problems related to the work supervised; determine material, equipment, and facilities needed; explain and gain the support of subordinates for management policies and goals (for example, cost reduction); work to achieve the objectives of Governmentwide programs and policies, e.g., labor management relations and equal employment opportunity; deal with employees and union representatives on employee suggestions, complaints, grievances, and other matters, sometimes including labor-management contract negotiations; and perform a wide variety of other technical and administrative duties required in carrying out their responsibilities.

WORK NOT COVERED

This standard should not be used to grade the work of:

1. Supervising other workers when such supervisory work does not have as the "paramount requirement" for its performance experience in and a knowledge of trades crafts or labor work. (See the discussion of coverage in the Notes To Users section of this standard, and the basic guidelines for distinguishing trade, craft, and laboring jobs from General Schedule (GS) positions, contained in the *Introduction to the Position Classification Standards* for GS positions.)
2. Supervising other workers in accomplishing trades and labor work when such supervisory duties are not performed as a regular and recurring part of the job and on substantially full-time and continuing basis. For example, excluded from coverage of this standard is supervisory work performed only (a) in the absence of the regular supervisor, (b) to assist a supervisor in meeting emergency workloads, (c) on a rotating or part-time basis with other employees, or (d) for training purposes to gain experience for a higher grade job. Note that this exclusion does not apply to supervisory jobs which meet the coverage requirements of this standard for extended periods of time but only on a seasonal basis (e.g., 6 months every year).

Leading prevailing rate workers as a regular and recurring part of the job, and on a substantially full-time and continuing basis, in accomplishing trades and labor work. Leaders perform duties such as setting the work pace, passing on to other workers the instructions received from supervisors, assigning the immediate tasks to be performed by individual members of the group led, and assuring that their work assignments are carried out. (See the job grading standard for Leader jobs or standards for nonsupervisory trades and labor jobs as applicable.)

4. Exercising authority for technical direction, coordination, and oversight of trades and labor work programs, projects, and operations when such authority does not include either direct or indirect responsibility (through subordinate supervisors) for supervising nonsupervisory workers in accomplishing the work involved. Such jobs do not have continuing responsibility for all the work operations of one or more subordinate organizational units, or for the quality and quantity of the work performed by subordinate nonsupervisory workers. Rather, such jobs typically function as an extension of higher level management in exercising intensive technical oversight and control over particular work operations and projects which, because of their high priority, criticality, and/or importance to mission accomplishment, require special management attention.

CODES AND TITLES

Occupational Code. The occupational code of a supervisory job is normally the same as the code for the kind of work that is supervised. When work of more than one occupation is supervised, the occupational code of a supervisory job is the same as the code of the occupation which best reflects the overall nature of the work operations supervised and/or is the most important for recruitment, selection, placement, and other personnel purposes. Usually, *but not always*, this is the occupational code appropriate for the highest level of nonsupervisory work supervised. If no single occupation predominates, the 01 code of the most appropriate job family, or in some instances a job code that includes multiple trades and craft occupations, is used.

Titles. Supervisory jobs covered by this standard are identified by the job title of the occupation selected above followed by the title of *Supervisor*.

The job titles established in accordance with these instructions are to be used for all official personnel actions and reporting purposes. However, for purposes such as organizational designations, local titles, and signs, agencies may establish and use their own official organizational or functional titles. For example, the organizational title for a supervisor who is head of a Carpentry Branch might be Chief, Carpentry Branch. General instructions for titling and coding supervisory jobs are in Part I of Job Grading System for Trades and Labor Occupations.

NOTES TO USERS

Coverage. The determination that this standard is to be used to grade jobs involving supervisory duties requires two decisions, both of which must be made as discussed below:

1. The first decision concerns the pay category which applies to the job being graded--the selection of the pay system under which the job involved should be paid. Title 5 of the United States Code exempts from coverage under the General Schedule only those supervisors in jobs having trades, crafts, or laboring experience and knowledge as the "paramount requirement" to accomplish the primary duty of the job. For the purpose of determining the pay category of jobs primarily involving supervisory work, the "paramount requirement" is the most important or chief requirement for the performance of the primary supervisory duty for which the job exists.

That a job requires trades, crafts, or laboring experience and knowledge does not necessarily mean that this requirement is paramount. Experience and knowledge in trades and crafts work that can be obtained through other means such as on-the-job training or work experience as an equipment specialist, production controller, or engineering technician does not meet the intent of the "paramount requirement." In addition to determining the nature of the experience and knowledge, it is necessary to distinguish between trades and crafts and related knowledges. Knowledge of production, repair, maintenance, and similar work operations which emphasize aspects of work such as workflow, equipment capabilities, materials, skills, and amounts of time required to accomplish work operations are related to trades and crafts but are *not* examples of trades and crafts knowledge. It is important to note that the larger the scope of work functions supervised or the higher the location of the supervisory job in the chain of supervision above the nonsupervisory workforce, the more likely it is that managerial knowledge and skill constitute the "paramount requirement" rather than any trade, craft, or laboring experience which may be desirable or necessary.

2. The second decision which must be made involves a determination as to whether the nature and extent of the supervisory work performed are sufficient to warrant selection of this standard for grading purposes.

As a matter of policy, the requirements which must be met for coverage of a job under this supervisory standard are significantly more stringent than the procedures governing grade level determinations involving nonsupervisory jobs and/or performance of "mixed" duties at different grade levels.

Jobs which do not meet the requirements for use of this standard must be graded under the nonsupervisory grade structure of the Federal Wage System (FWS) using nonsupervisory job grading standards (e.g., Leader), or other guidance and instructions issued by the Office of Personnel Management.

Working supervisors. Supervising other workers in accomplishing trades and labor work is excluded from coverage by this standard when such supervisory duties are not performed as a regular and recurring part of the job and on a substantially full-time and continuing basis. (See exclusion statement 2 under Work Not Covered.) However, care must be used to distinguish such excluded work from supervisory duties, performed by working supervisors, *which are covered by this standard*. For example, some covered supervisors, in addition to the exercise of supervisory responsibilities, personally perform nonsupervisory trades and labor work. Typically, supervisory duties are performed by such “working” supervisors throughout the workday (or work shift) as needed or otherwise appropriate. Thus, the supervisory duties are mingled with the accomplishment of other regular nonsupervisory work. The amount of time spent by working supervisors in accomplishing supervisory duties, as distinct from regular nonsupervisory work, varies with work situations and operating needs. However, the supervisory responsibility assigned to the supervisor remains in effect and continues to be exercised even when, as discussed above, the supervisor is personally engaged at various times in nonsupervisory work. Therefore, the percentage of time spent in the performance of supervisory duties should not be considered in determining whether working supervisory jobs meet the criteria for coverage under this standard. Rather, in addition to all other criteria, users of the standard must consider whether supervisory responsibility has been assigned officially by competent management authority.

Interrupted assignment as supervisor. In some work situations, assignment of supervisory responsibility is interrupted for relatively short periods of time, e.g., 2 weeks, before being resumed. For example, typical of such a situation is one in which a supervisor is responsible for directing subordinates in accomplishing work operations at a distant work location. On completion of the assigned work or project, the supervisor may return to the home base, installation, or office. A relatively short period of time then may pass before the supervisor is given a new supervisory assignment. For the purposes of this standard, interruptions in the exercise of supervisory responsibility for “home” leave or reassignment to a new duty station does not preclude a supervisory job from meeting the requirement of this standard that supervisory duties be performed on a substantially full-time and continuing basis. Such jobs are covered by this standard if they meet all other criteria for coverage.

Supervisory jobs with correctional responsibilities. Because of the great variety of Federal work operations and missions, considerable care is needed in applying this standard. One of the most complex situations demanding such care is that in which worker-inmates are supervised in accomplishing trades and labor work at correctional facilities. Because of differences among such facilities, particularly with respect to the nature and needs of the worker-inmate populations and security considerations involved, there may be significant differences in the purpose and nature of the “supervision” exercised. However, at most correctional facilities, both factory-style production and facility maintenance work operations may be supervised with a strong business-like emphasis on profitability, cost control, efficiency, and adherence to work schedules.

Although supervisors in such work settings do not have the same administrative responsibilities as supervisors of Federal employees, that lack is more than offset by their significant role in training, counseling, motivating, and maintaining discipline and security in relation to a workforce with special and unusually difficult needs. This standard applies to such jobs if they meet the basic coverage requirements.

Definitions of terms. For the purpose of this standard, certain terms used have the following meaning:

1. *Administrative accountability* is responsibility for matters such as attendance, leave, vacation schedules, grievances, and discipline.
2. *Organizational segment* is a part of a larger organization which is typically identified separately on official organizational charts by designations such as unit, section, branch, division, or shop. However, there is little consistency in the use of such designations by Federal agencies. For example, the scope of the work operations accomplished by a section at one Federal installation may be greater than the scope of similar work operations performed by a division or shop at a different facility. To assure consistent interpretation of the intent of this standard, it is stressed that all references in this standard to more than one organizational segment, for example, "coordination of organizational segments or groups," are intended to refer to organizations whose work operations, together, are of such scope that they must be carried out under the direction of one or more levels of supervision.
3. *Substantive work* is that work which directly carries out the main purpose or mission of the work operations supervised, and primarily determines the technical qualifications required to carry out effectively the responsibilities of the supervisory job being graded.
4. *Technical accountability* is responsibility for the quantity and quality of the work performed by subordinates, requiring the application by the supervisor of knowledge of the methods, techniques, procedures, tools, materials, and practices of the involved occupation (or occupations).

GRADING PLAN

The instructions and criteria contained in this standard are based on studies of trades and labor jobs in both the Federal and private sectors. The provisions of this standard are designed to assure that the grade levels of supervisory jobs under the FWS result in compensation that is consistent with private sector practice for comparable jobs and in full conformance with the pay policies established by the Office of Personnel Management (OPM) for FWS supervisors.

This standard contains instructions and job grading criteria which apply to all trades and labor supervisory jobs which meet the requirements for coverage under this standard.

The grading plan in this standard provides for grading supervisory jobs under a 19 level supervisory grade structure. However, there are only 18 permissible grade levels. Grade 18 is the highest permissible grade level; grade 19 is used only for pay setting purposes. The grading plan consists of three factors, grading tables, and instructions for their application.

The following three factors are used for grading supervisory jobs:

- *Factor I. Nature of Supervisory Responsibility*
- *Factor II. Level of Work Supervised*
- *Factor III. Scope of Work Operations Supervised*

The following sections of the standard provide a fuller description of the three grading factors and the instructions for applying them to supervisory jobs.

FACTOR I. NATURE OF SUPERVISORY RESPONSIBILITY

This factor considers the nature of the supervisory duties performed, and the type and degree of responsibility for control over the work supervised. The factor describes four basic supervisory situations. These, in sequence, depict successively higher levels of supervisory responsibility and authority for scheduling work operations, planning use of resources (i.e., subordinate workers, equipment, facilities, materials, and tools) to accomplish scheduled or unscheduled work, directing subordinates in performing work assignments, and carrying out administrative duties.

To determine the level of supervisory responsibility which applies:

- Compare the job being graded with the nature and degree of responsibility described in the supervisory situations below.

- Select the supervisory situation which represents the highest level of supervisory responsibility that is fully met. Do not select a higher level which is not completely met, even if some of the characteristics of the higher level match those of the job being graded. In such cases, select the "lower" situation but note, for later consideration, that the job being graded exceeds the level of responsibility represented by the situation selected. (Note--jobs must meet or exceed the criteria in Situation #1 to be evaluated under this standard.)

It should also be noted that the following supervisory situations are only intended to reflect different levels of supervisory authority and responsibility. They are not comprehensive or detailed descriptions of supervisory jobs. Consequently, in comparing a supervisory job being graded with the supervisory situations below, there usually will be duties or other aspects of the job which have not been mentioned in the descriptions of the supervisory situations. Such duties or other aspects of the job, which have been omitted from the descriptions of the supervisory situations, cannot be considered or credited in determining whether the job meets or exceeds the level represented by the description of a particular supervisory situation.

Under these instructions for applying Factor I, it is possible that two supervisory jobs, one the superior of the other, may both warrant the selection and crediting of the same supervisory situation. Usually, differences recognized when applying grading Factors II and III will be sufficient to provide proper grade distinctions between two such jobs.

Note: The presence or absence of centralized production planning organizations is not to be considered as an offsetting factor in determining which of the following supervisory situations apply.

Situation #1

Supervisors are primarily responsible for supervising workers, either directly or through subordinate leaders, in accomplishing trades and labor work operations in a segment of an organization, a group, or work shift. Supervisors perform the following:

Planning

- Plan the use of workers, equipment, facilities, materials, and tools on a day-to-day or project-by-project basis;
- Adhere to work priorities, project schedules, resources, and detailed work plans established by higher level supervisors;
- Follow customary work cycles and sequences in planning work assignments;

- Track and report progress on work assignments and request authority to adjust worker assignments and to use overtime, equipment, and materials to meet schedules; and
- Recommend changes to schedules, priorities, and work sequences as necessary and make minor deviations in procedures or redirect resources under their control to overcome problems such as equipment failure, material delays, or unplanned absences.

Work Direction

- Assign work to individuals and provide technical direction and/or help in accomplishing difficult work steps and processes;
- Observe work in progress to anticipate and resolve problems, reassign personnel within group supervised, and coordinate work among workers and other supervisors to maintain work progress to meet schedules;
- Inspect completed work for quality and work order requirements; and
- Report possible or actual work delays to their supervisors.

Administration

- Support and explain management programs to their subordinates;
- Recommend performance ratings, training, disciplinary actions, changes in performance standards, and the most suitable applicants for vacancies;
- Advise and counsel workers on how to improve their performance and explain new work techniques;
- Investigate grievances and complaints, resolve them informally, and notify supervisors of those of sufficient importance or seriousness;
- Assure safety and housekeeping practices are observed; and
- Maintain work reports and records and assist supervisors in planning overall leave schedules.

Situation #2

Supervisors in Situation #2 are responsible for supervising workers directly or through subordinate leaders *and/or* supervisors in accomplishing the work of an *organizational segment or group*. Supervisors in Situation #2 differ from supervisors in Situation #1 primarily in planning work operations of greater scope and complexity; determining the sequence, priority, and time for the performance of particular operations within the limits of broader work schedules and time limits; and exercising greater administrative authority. In addition to the duties described in Situation #1, supervisors in Situation #2 perform the following:

Planning

- Plan use of subordinate workers equipment, facilities, materials on a week-to-week or month-to-month basis;
- Establish deadlines, priorities, and work sequences, and plan work assignments based on general work schedules, methods, and policies set by higher level supervisors;
- Coordinate work with supporting or related work functions controlled by other supervisors;
- Determine the number and types of workers needed to accomplish specific projects;
- Redirect individual workers and resources to accomplish unanticipated work (e.g., work resulting from "open and inspect" types of work orders);
- Inform higher level supervisors of the need to revise work schedules and re-estimate labor and other resources; and
- Participate with their superiors in the initial planning of current and future work schedules, budget requests, staffing needs, estimates, and recommendations as to scheduling projected work.

Work Direction

- Investigate work related problems such as excessive costs or low productivity and determine causes;
- Implement corrective actions within their authority to resolve work problems; and

- Recommend solutions to staffing problems, engineering requirements, and work operations directed by other supervisors.

Administration

- Plan and establish overall leave schedule;
- Determine training needs of subordinates and arrange for its accomplishment, set performance standards, and make formal appraisals of subordinate work performance; and
- Initiate recommendations for promotion or reassignment of subordinates.

Situation #3

Supervisors in Situation #3 are responsible for the overall direction and coordination of subordinate work activities and functions. Supervisors in Situation #3 differ from supervisors in Situations #1 and #2 primarily in that the work operations are of such scope, volume, and complexity that they are (1) carried out by subordinate supervisors in two or more separate organizational segments or groups, and (2) controlled through one or more levels of supervision. In addition to the duties described in Situation #2, supervisors in Situation #3 perform the following:

Planning

- Plan on a quarterly or longer basis the overall use of subordinate personnel and other resources under their control;
- Determine resource requirements, materials, and the number of subordinates and the types of skill necessary to accomplish long-range work schedules;
- Allocate resources and distribute work to organizational segments or groups under their control;
- Analyze work plans developed by subordinate supervisors and monitor the status of their work in relation to the overall schedule requirements, including unanticipated or emergency requirements;
- Obtain prior approval of changes that would modify or deviate overall work schedules or affect work operations controlled by supervisors not under their control; and
- Provide information and advice to higher level supervisors, management officials, and staff organizations on feasibility of work assignments as scheduled, budget

estimates, and workload data to assist in developing or reviewing proposed long-range schedules and work requirements, and may participate with superiors in planning conferences and meetings.

Work Direction

- Assign and explain work requirements and operating instructions to subordinate supervisors and set deadlines and establish the sequence of work operations to be followed;
- Maintain balanced workloads by shifting assignments, workers, and other resources under their control to achieve the most effective work operations;
- Review and analyze work accomplishments, cost, and utilization of subordinates to evaluate work progress, control costs, and anticipate and avoid possible problems by recommending corrective action to superiors;
- Participate with management officials and/or engineering personnel to develop qualitative and/or quantitative work standards;
- Evaluate work operations and review completed work and inspection reports to assure that standards are met; and
- Coordinate work operations with the supervisors of other organizations and functions.

Administrative

- Assure that subordinate supervisors effectively carry out policies to achieve management objectives;
- Recommend promotion or reassignment of subordinate supervisors, make formal appraisals of their performance, and determine their training needs;
- Schedule leave of subordinate supervisors, review personnel actions and performance appraisals initiated by them, and act on personnel problems referred by subordinate supervisors, and maintain administrative records; and
- Serve as a management representative at hearings, meetings, and negotiations involving labor management relations.

Situation #4

Supervisors in Situation #4 differ from supervisors in Situation #3 in the nature of their participation with other management officials in (1) the planning and establishment of long-range work requirements and schedules, (2) the authority deriving from their responsibilities as the highest level "blue-collar" subject matter expert for work accomplished under their direction, and (3) the work activities and functions under their direction are typically controlled through two or more levels of supervision. In addition to the duties described in Situation #3, supervisors in Situation #4 perform the following:

Planning

- Provide direct input or participate in meetings and/or conferences with engineering, production control, and other personnel involving the initial analysis of long-range work requirements (typically, 6 months or longer in advance of the beginning of actual work operations);
- Review the immediate and long-range requirements of the organizational segments and groups supervised based on workload forecasts, and develop, for approval by their superiors, plans for meeting long-range resource requirements;
- Plan the allocation of resources and the distribution of work to subordinate supervisors, and determine the internal plan to be followed by the subordinate supervisors in applying those resources to accomplish work operations;
- Evaluate resources required to accomplish the proposed work "packages" or program(s) in relation to the resources committed to ongoing and previously scheduled work operations and recommend changes to superiors concerning previously planned work schedules; and
- Participate fully with higher level management officials and staff organizations in studying and developing recommendations concerning changes in specifications requirements, work techniques, and standards; revision of organizational structures, responsibilities, and relationships; and improvement or modernization of equipment, facility layout, and workflow.

Work Direction

The work direction in Situation #4 is the same as that described in Situation #3.

Administration

- Develop and establish internal procedures (e.g., meetings, content, and timing of reports) to be followed by subordinate supervisors to assure effective control and direction of work activities, organizations, and personnel supervised; and
- Identify long-range training needs for all levels of subordinate supervisors and workers and submit justification and funding requests to superiors and arrange for the accomplishment of the training.

FACTOR II: LEVEL OF WORK SUPERVISED

This factor concerns the level and complexity of the work operations supervised, and their effect on the difficulty and responsibility of the supervisor's job.

To determine the level of nonsupervisory work to be credited under this factor, as indicated in steps 1 and 2 below, consider all substantive work, whether under the direct or indirect supervision of the job being graded, for which the supervisor is technically accountable. Credit should not be given under this factor for work operations involving only administrative responsibility by the supervisor.

Determine the level of work supervised in accordance with the following two steps:

Step 1. Identify the occupation (or various occupations) directly involved in accomplishing the work assignments and projects which reflect the main purpose or mission of the work operations for which the supervisor is accountable.

The number of subordinates in an occupation does not, in itself, determine the occupation (or different occupations) to be identified. For example, where the primary purpose or mission of the work operations supervised is the manufacture of machined parts, the supervisor might direct machinists and machine tool operators in manufacturing the parts, as well as toolmakers in making special tools for use by the machinists and machine tool operators in the machining operations supervised. In this situation, the machinist and machine tool operator occupations would be properly identified as being directly involved in accomplishing the primary purpose of the work operations supervised. In contrast, the toolmaking occupation should not be identified because, in the particular situation described in this example, toolmaking is performed as a supporting (facilitating) function.

On the other hand, where the primary purpose of the work operations supervised is the manufacture of tools, the supervisor might direct toolmakers in the manufacture of the tools, as well as machinists and machine tool operators in making parts for the tools. In this situation, the toolmakers, machinists, and machine tool operators all contribute directly to the manufacture of the tools. Accordingly, the toolmaker, machinist, and machine tool operator occupations should all be identified because all are directly involved in accomplishing the primary purpose and mission of the work supervised.

Thus, in accomplishing step 1, one or more occupations must be identified, as appropriate, depending on the nature of the work operations involved. When a supervisor is accountable for two or more separate or different functions, each with its own primary purpose or mission, the different occupations directly involved in carrying out each of the separate functions must be identified, even if one of the functions is significantly smaller in terms of the number of subordinates involved.

Step 2. Determine the grade of the highest level nonsupervisory work accomplished by subordinates who, under normal job controls, perform the work of one or more of the occupations identified in step 1 above. In determining the grade level to be credited, care must be used to make certain that the grades of the subordinate jobs really reflect the level and complexity of the work operations supervised and their effect on the difficulty and responsibility of the supervisor's job. For example, in some work situations, nonsupervisory jobs may have been given one or more extra (higher) grades such as for:

- exercising "shift," "watch," "small shop chief," or "crew chief" responsibility;
- accomplishing work with extraordinary independence and freedom from supervision;
- demonstrating special occupational expertise;
- assisting the supervisor in the planning of work operations;
- serving as senior workers and reviewers of the work performed by other workers in the same unit or group (i.e., by co-worker under the supervisory job being graded); and
- performing higher level work under the technical supervision of a different supervisor (i.e., not under the direct or indirect supervision of the supervisor whose job is being graded).

If nonsupervisory jobs have been given higher grades in situations such as those described above, the extra grade (or grades) should not be credited in determining the level of work supervised.

The grade arrived at by these steps normally is the level of work supervised to be credited in determining the grade of a supervisory job. However, there is one situation in which special rules apply:

Constructed level of work supervised: There are exceptional situations in which the use of a constructed level of work supervised is permitted. These unusual circumstances arise when the nonsupervisory performance level that is normal (i.e., usual or typical) for the kind of work operations involved temporarily is not reflected in any of the jobs supervised. For example, this may occur when all subordinate jobs have been redesigned to permit use of workers who have limited skills and are being trained for a period of time, such as 3 to 6 months, to enable them to work at the normal performance level. For the purpose of this standard, the nonsupervisory level that is "normal" for work operations is the nonsupervisory grade that would result if the work operations involved were organized and work assignments were made in the most cost effective manner possible, consistent with production or other work objectives.

Great care must be used to assure that the construction of a level of work supervised is warranted. Use of a constructed level is not permitted when operations and work assignments have been redesigned for use on a continuing, permanent basis rather than for use during temporary periods of training.

Similar care must be used to make certain that constructed grades are realistic and only reflect the normal level of work by individual workers in accomplishing the kind of work operations involved.

For example, in some situations, the fabrication of a product or the accomplishment of other kinds of work operations may require the performance of different tasks, in sequence, by different employees. If use of a constructed level of work supervised were warranted, it is emphasized that the grade to be constructed and credited usually would not be the grade that would result if one nonsupervisory worker were performing all the tasks involved in accomplishing the work operations supervised. Rather, the grade to be constructed would be the grade appropriate for one nonsupervisory worker performing only the range of tasks typically assigned to one worker.

Caution must also be used to avoid considering the nature and level of the supervisor's personal contribution of technical subject-matter/occupational knowledge and skill to the accomplishment of day-to-day work operations. This factor (Factor II) concerns only the level of work performed by subordinates, whether actual or constructed. It is not intended to credit "supervisory" responsibility over the level of the supervisor's own personal contributions to work accomplishment. Such personal contributions should be graded, as appropriate, by the application of nonsupervisory job grading standards. Construction of a level of work supervised which is based on the work done

by the supervisor is not permitted. (See the instructions in this standard for grading mixed supervisory-nonsupervisory jobs.)

Finally, it should be noted that there may be situations under this factor in which the level of work supervised, as determined under the provisions of this standard, will not be the highest level of work for which the involved supervisor has technical accountability. For example, when the highest graded work supervised involves support or facilitating work which is not creditable under this factor or when the highest level of work supervised is based upon a single job which does not accurately reflect the level and complexity of work operations supervised, it should not be credited as the level of work supervised. *Seldom, if ever, should a single job serve as a basis for a base level grade determination.* Usually, the work aspects of a single job fail to provide valid indicators as to the actual level and complexity of the work operations supervised and their effect on difficulty and responsibility of the supervisor's job. However, when the above situations occur, note that fact for later consideration. (Reference *Grade Level Adjustments* discussed on pages.)

FACTOR III - SCOPE OF WORK OPERATIONS SUPERVISED

This factor considers the scope of the job's supervisor responsibility in terms of: (1) the scope of the assigned work function and organizational authority; (2) the variety of functions the job is required to supervise; and (3) the physical dispersion, work coordination, and location of subordinate employees. This factor is divided into three subfactors, which are in turn subdivided into levels with points assigned to each level. An appropriate level is selected for each subfactor and the corresponding point values are totaled. The total points are then converted to specific levels under Factor III using the conversion chart located at the end of this factor.

*Subfactor A. Scope of Assigned Work Function and Organizational Authority--*This subfactor measures the scope of the assigned work function or mission, i.e., the purpose of the job in the organization, the extent and nature of the job's authority in relation to the organizational assignment, and the importance of the jobs' decisions. To determine the proper subfactor level for a job, careful judgment must be used to identify the actual supervisory authorities assigned to the job and how they are exercised.

Level A-1 (30 points). Supervisors at this level have first level supervisory and decision authority over a single work function. Decisions made at this level are clearly defined or virtually automatic since higher level management has already established a course of action and a methodology for implementation.

Level A-2 (45 points). At this level, supervisors have first or second level supervisory and decision authority over an organizational segment which typically has been established on the basis of being a distinct work function or mission; or a designated geographic location or work area. Supervisors make routine decisions regarding execution of policy

which has been interpreted or established by the next higher level. At this level, subordinate supervisors and/or leaders may be necessary to accomplish work operations. Supervisors at this level react to variations in the workplace and maintain a balanced workload between subordinate work groups, making adjustments in workload as necessary. Decisions typically involve the work or assignments and how they are completed.

Level A-3 (75 points). Supervisors at this level have second level or higher supervisory and decision authority for work functions or a portion of a mission requirement (e.g., a specific program in a designated geographic location or a specific function). The scope of the mission or work functions at this level typically requires supervisors to utilize several subordinate supervisors and leaders through structured working relationships among subordinate groups of employees, formal procedures for scheduling and assigning work and work results, and the issuance of instructions through subordinate supervisors and leaders. At this level supervisors make interpretive decisions within the program limits established at higher levels.

Level A-4 (110 points). At this level, supervisors have supervisory authority for major work functions or missions. The scope and diversity of work at this level requires supervisors to utilize a large group of subordinate supervisors and leaders typically through two or more levels of supervision to control and manage work functions or missions. Supervisors at this level exercise planning and programming decision authority for the execution of policy made at higher organizational levels. At this level, supervisors must continually evaluate and improve operational effectiveness by studying the work structure and methods, examining various alternatives, calculating benefits to be achieved, and recommending basic changes.

*Subfactor B. Variety of Function--*This subfactor evaluates the difficulties of technical supervision of work functions which may vary from being essentially similar to markedly dissimilar. Similar or related work functions have a common or related body of knowledges, skills, work procedures, and tools, for example, pipefitting and plumbing, carpentry and wood working, aircraft mechanic and aircraft engine mechanic, or machining and machine tool operating. Supervision of dissimilar or unrelated work functions require broader technical knowledges and planning and coordination skills than those required for supervision of similar work functions.

For evaluation purposes, work that represents "mixed jobs" or a combination of two or more recognized occupations is evaluated on the basis of the separate occupations, series coverage, and grade level criteria such as Utility Systems Operating, 5406. (Note: Work which is incidental or in support of the primary function has no affect on this subfactor, for example, a laborer driving a truck to a work site in support of the work function or a materials handler operating a forklift or warehouse tractor.)

Level B-1 (25 points). Supervisors at this level direct the work of subordinates in accomplishing an assigned function in one or more similar or related occupations at grades 1-7.

Level B-2 (35 points) . This level is similar to the preceding level except that supervisors at this level direct the work of subordinates in two or more dissimilar or unrelated occupations at grades 1-7.

Level B-3 (50 points). Supervisors at this level direct the work of subordinates in one or more similar or related occupations at grades 8-13.

Level B-4 (60 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinates in dissimilar or unrelated occupations at grades 8-13.

Level B-5 (70 points). Supervisors at this level direct the work of subordinates in accomplishing assigned functions which are performed in similar or related occupations at grades 14-15.

Level B-6 (80 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinates in dissimilar or unrelated occupations at grades 14-15.

Subfactor C. Workforce Dispersion--This subfactor evaluates the varying levels of difficulty associated with monitoring and coordinating the work of nonsupervisory and supervisory personnel who vary from being collocated to widely dispersed. Dispersion of workforce considers the duration of projects, number of work sites, frequency of dispersion, and the necessity to monitor and coordinate the work. (Note: It is possible to have no points credited for this subfactor if subordinate employees are located in the same contiguous work area with the supervisor, when dispersion occurs infrequently, or when dispersion is inherent, and the work is performed in the absence of direct supervision, e.g., operating a motor vehicle.)

Level C-1 (5 points). Subordinate employees are located in several buildings or at work sites within a defined location such as a military base, National Park, or large Federal complex consisting of many multifloor buildings and support facilities. Work assignments vary in terms of duration; however, most assignments at this level are of a limited duration (e.g., assignments are typically accomplished within a few days or weeks). In addition, this level also includes off-base (i.e., within the local commuting area) facility support and maintenance assignments.

Level C-2 (15 points). Subordinate employees are located in work groups of varying sizes at numerous job sites within large military bases (e.g., air rework facilities, supply depots, shipyards, and comparable Federal facilities). Employees or work groups at this

level may on occasion work outside of the commuting area or across State lines. Work assignments at this level are typically on an ongoing basis and are accomplished within several weeks or months. For example, this would include employees who regularly repair, overhaul, and maintain ships in dry dock or aircraft at depots.

Level C-3 (30 points). Subordinate employees (i.e., work teams) are located in one or more work areas and are routinely assigned work projects for varying lengths of time which cover large geographic areas such as two or more states. For example, this level would include employees who regularly service, troubleshoot, repair, and/or maintain equipment or machinery at missile, Loran, or communication sites.

Level C-4 (50 points). Subordinate employees (i.e., work teams) are similar to those identified at Level C-3 except that employees at this level are routinely assigned work projects for varying lengths of time in foreign countries and/or aboard ships at sea.

FACTOR III POINT CONVERSION CHART

Level A	55 to 65 points
Level B	70 to 110 points
Level C	115 to 135 points
Level D	140 to 160 points
Level E	165 to 195 points
Level F	200 and Above

GRADING TABLES

This section of the standard contains grading tables and instructions for their use in making determinations. A separate grading table is provided for each of the four supervisory situations defined in this standard (Factor I).

Each table provides a different grade pattern that is geared to the particular supervisory situation to which it applies. For example, the table for supervisory Situation #1 cannot be used to grade jobs that meet the requirements for Situation #2.

The following steps must be followed in applying the grading tables:

Initial grade determination

To initially determine the grade level of the job being graded:

- Select the grading table that applies to the supervisory situation involved (Factor I);
- Find the appropriate level of work supervised (Factor II) in the left-hand column of the table; and
- Find the applicable level for work operations supervised (Factor III) at the top of the other columns on the table. The resulting grade level is shown in the space on the table created where the level of work supervised line crosses the scope of work operations supervised column.

Grading Table Supervisory Situation 1. (Factor I)						
Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	1	2	2	3	4
2	1	2	2	3	4	5
3	2	2	3	4	5	6
4	2	3	4	5	6	7
5	3	4	5	6	7	8
6	4	5	6	7	8	9
7	5	6	7	8	9	10
8	6	7	8	9	10	11
9	7	8	9	10	11	12
10	8	9	10	11	12	13
11	9	10	11	12	13	14
12	10	11	12	13	14	15
13	11	12	13	14	15	16
14	12	13	14	15	16	17
15	13	14	15	16	17	18

Grading Table Supervisory Situation 2. (Factor I)						
Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	2	2	3	4	5
2	2	2	3	4	5	6
3	2	3	4	5	6	7
4	3	4	5	6	7	8
5	4	5	6	7	8	9
6	5	6	7	8	9	10
7	6	7	8	9	10	11
8	7	8	9	10	11	12
9	8	9	10	11	12	13
10	9	10	11	12	13	14
11	10	11	12	13	14	15
12	11	12	13	14	15	16
13	12	13	14	15	16	17
14	13	14	15	16	17	18
15	14	15	16	17	18	-

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

Grading Table Supervisory Situation 3. (Factor I)					
Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)				
	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades				
1	4	5	5	6	7
2	5	5	6	7	8
3	5	6	7	8	9
4	6	7	8	9	10
5	7	8	9	10	11
6	8	9	10	11	12
7	9	10	11	12	13
8	10	11	12	13	14
9	11	12	13	14	15
10	12	13	14	15	16
11	13	14	15	16	17
12	14	15	16	17	18
13	15	16	17	18	-
14	16	17	18	-	-
15	17	18	-	-	-

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

Grading Table Supervisory Situation 4. (Factor I)				
Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)			
	C	D	E	F
Nonsupervisory Grades				
1	6	6	7	8
2	6	7	8	9
3	7	8	9	10
4	8	9	10	11
5	9	10	11	12
6	10	11	12	13
7	11	12	13	14
8	12	13	14	15
9	13	14	15	16
10	14	15	16	17
11	15	16	17	18
12	16	17	18	-
13	17	18	-	-
14	18	-	-	-
15	-	-	-	-

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

Final Grade Determination

The grade level initially determined above usually will be the final grade resulting from application of the preceding sections of this standard. However, additional rules and grade adjustments may apply in some circumstances as indicated below.

Jobs of Full Assistants

When a supervisor is the full assistant on a full-time basis to a superior, and has direct day-to-day line authority over all personnel and work operations for which the superior is responsible, *the job of the superior is graded first*, without regard to the full assistant. The full assistant supervisor then is graded *one grade below the final grade of the superior*. (Full assistant jobs are “one-person” jobs clearly recognized as being in the “Number 2” spot of the organization or activity with full authority to act on all matters within established procedures for which the superior is responsible.)

Duties Performed in the Absence of a Superior

When a supervisor acts in the absence of a superior, the supervisor is graded on the basis of the supervisor's regular duties and responsibilities. No additional grade should be added for serving in the absence of the superior.

Mixed Supervisory-Nonsupervisory Jobs

When both supervisory responsibilities and nonsupervisory work are a regular and recurring part of a job, the supervisory duties and nonsupervisory work are first graded separately. The final grade of such a job is then determined by selecting the supervisory or the nonsupervisory grade which results in the higher pay rate for the job.

NOTE: When the final grade of such a job is based on its nonsupervisory work, the job is titled, coded, and graded as a nonsupervisory job. However, if the supervisory duties of such a job are considered significant for recruitment and selection purposes, a parenthetical supervisory indicator should be added to the basic nonsupervisory title, for example, Die Sinker (Supervisor), WG-3428-14.

Grade Level Adjustments

Both upward and downward changes from the tentative grade are required based on circumstances described below. In determining the adjustment to be made, a work situation requiring a downward grade adjustment balances and cancels a situation requiring an upward grade adjustment. Two strengthening situations outweigh a single weakening situation and, conversely, two weakening situations outweigh a single

strengthening one. (Note: Upward grade adjustments do not apply to jobs properly graded at WS-18. Grade level adjustments may not exceed one grade level.) The following rules apply in making grade adjustments:

- When the number of applicable situations calling for an upward grade adjustment exceeds the number of applicable situations requiring a downward adjustment, an upward adjustment of one grade is warranted.
- When the number of applicable situations calling for a downward grade adjustment exceeds the number of applicable situations requiring an upward grade adjustment, a downward adjustment of one grade is required.
- When the number of applicable situations calling for an upward grade adjustment is the same as the number of applicable situations requiring a downward grade adjustment, no grade adjustment is warranted.

A downward grade adjustment is indicated when the following situation is met:

Alignment between higher and lower level supervisors

When the grade of a supervisor's job, resulting from application of the grading table, would be the same as the grade of the supervisor's superior, the grade of the supervisory job being graded must be adjusted *downward*.

Upward grade adjustments are indicated in the following situations:

1. *Borderline jobs*

The grade of a supervisory job must be adjusted upward from the initially determined grade when both of the following conditions are met:

- The job being graded substantially exceeds the supervisory situation (Factor I) which was credited in applying the grading table; and
- The level of work supervised (Factor II) which was credited in applying the grade table is not the highest level of work performed by subordinate workers for which the supervisor has full technical accountability.

2. *Work situations which impose special or unusual demands on the supervisor*

In some situations, the nature of the work operations supervised, the mission to be accomplished, or other circumstances impose special demands on the supervisor involved. These special requirements may significantly affect the intensity of the

supervisory effort, and the level of both technical and administrative knowledge and skill which must be applied.

In the situations noted below, the preceding provisions of this standard do not fully recognize and credit the impact on the supervisory job of such special requirements. Accordingly, when the following situation applies, the grade of the job being graded must be adjusted upward.

Special staffing requirements

In some work situations, special staffing requirements may impose on the supervisor a substantially greater responsibility for job design, job engineering, work scheduling, training, counseling, motivating, and maintaining security than that which is normally encountered in orienting, training, and supervising subordinates in accomplishing work. For example, special employment programs such as work-study, rehabilitation, and others, may be geared toward utilizing employees with very low level skills and inappropriate or no work experience. Other "staffing" situations, such as those at correctional institutions, also may involve exceptionally difficult attitudinal, motivational, control, and security problems. An upward grade adjustment may be made in determining the grade of a supervisor directly responsible or indirectly responsible (through subordinate supervisors) for work operations involving such exceptional conditions that affect the majority of the subordinate workforce when all of the following are present:

- The special staffing circumstances, rather than being temporary or intermittent in duration, affect the responsibilities of the supervisor on a permanent and continuing basis;
- Job assignments, work tasks, training, security measures, and other supervisory actions must be tailored to fit these special circumstances for individual workers; and
- Counseling and motivational activities are regular and recurring, and are essential to the effective handling of the special work situation.